

## **Chapter 8**

# **Sustainment**

Bands must have the capability to carry out prolonged operations in order to provide adequate support to their parent units. To do so, sustainment of operations is critical. Threat tactics will force bands (like all Combat Service Support units) to support themselves for extended periods of time. In Military Operations Other Than War (MOOTW), bands may operate in isolated areas with few support facilities available. There are some categories of support for which bands will continue to be dependent upon other organizations. However, each Army band must prepare to sustain operations to the maximum extent possible. FM 100-5 lists six functions that are key to the sustainment effort. These functions are manning, arming, fueling, fixing, transporting, and protecting. This chapter discusses those six functions as they relate to Army bands.

### **MANNING**

#### **AUTHORIZATIONS**

8-1. The base TOE establishes the authorized strength for each Army band. When properly manned, bands are capable of providing all of the categories of support outlined in Chapter 2 of this manual. Less than proper manning degrades the band's capabilities.

#### **CROSS-TRAINING**

8-2. While history shows that bands located in operational areas (combat zones) should have priority for replacements, conditions of the battlefield may make it difficult to get replacements to the units. For that reason, band commanders must make full use of all assigned personnel. The best way for band commanders to do this is cross training. While not every band commander will be in a situation that necessitates the use of cross training, band commanders must be prepared to ensure that their soldiers are cross-trained. This will help overcome replacement difficulties. Cross training should be continuous and it should encompass the entire band. It must be accomplished prior to deployment. In combat or near-combat environment, band commanders will need to tailor their band to support the requirements of the moment. Cross training will allow the band commander to provide an effective package of support capabilities to the command. Requirements of the mission dictate the first consideration in determining the appropriate instrument on which a soldier should be cross-trained. Another important consideration is the soldier's previous experience on other instruments. Using that previous experience saves training time. Table 8-1 provides a breakdown of appropriate cross training. Cross training requires that each band possess enough equipment to provide instruments and redundancies for both the MOS holder and the soldier being cross-trained.

<b>MOS</b>	<b>Can be cross-trained to perform:</b>	<b>MOS</b>	<b>Can be cross-trained to perform:</b>
<b>02B</b>	Euphonium French Horn	<b>02K</b>	Oboe Clarinet Saxophone Percussion Instruments
<b>02C</b>	Trombone Tuba/Sousaphone	<b>02L</b>	Flute Oboe Clarinet Bassoon
<b>02D</b>	Trumpet/Cornet	<b>02N</b>	Percussion Instruments Guitar Electric Bass
<b>02E</b>	Euphonium Tuba/Sousaphone	<b>02T</b>	Percussion Instruments Piano Electric Bass
<b>02F</b>	Euphonium Trombone Electric Bass	<b>02U</b>	Percussion Instruments Guitar Piano
<b>02G</b>	Oboe Clarinet Bassoon Saxophone	NOTE: Bandmembers may be trained and required to sing back-up vocal parts for band performances. Those bandmembers who possess potential may be trained to sing lead vocal parts for band performances.	
<b>02H</b>	Flute Bassoon Saxophone Percussion Instruments		
<b>02J</b>	Flute Oboe Bassoon Saxophone		

**Table 8-1. Cross-Training****ARMING/EQUIPPING**

8-3. The band, like a complex weapons system, is comprised of numerous components. Beyond personnel, the main components of each Army band are its musical instruments and accessories. Division and Army bands (Direct Support) and Army bands (General Support) must also be equipped with and proficient in the use of their TOE combat weapons.

## **MUSICAL EQUIPMENT**

8-4. Bands will be furnished with professional quality musical instruments, equipment, supplies, repair parts, and current musical arrangements. These are non-standard supply items. They are procured from commercial vendors through procurement channels and procedures using Federal Supply System Schedules/Contracts as a basis. Expendable supplies, repair parts for musical supplies, and sheet music should be procured with government credit cards (IMPAC). The band commander ensures quality control of all equipment and supplies by including sufficient technical specifications on all procurement requests. The band commander will approve substitutions before procurement contracts are established and inspect and certify all new musical equipment before acceptance by the command.

## **TACTICAL EQUIPMENT**

8-5. Division and Army bands (Direct Support) and Army bands (General Support) must be prepared to defend themselves against enemy attack and to assist in the defense of the sustainment effort. To do so, these bands are armed with an effective array of combat equipment. This equipment is authorized in the base TOE for Army bands. The combat equipment that bands are authorized is standard within the Army. Combat equipment is usually funded by DA when a unit is activated or when such equipment is included as part of a TOE upgrade. Combat equipment is furnished to the band in accordance with the basis of issue plan (BOIP) in each band's TOE.

## **PRESCRIBED LOAD LIST (PLL)**

8-6. The band commander establishes a PLL which dictates on-hand levels of expendable supplies and repair parts. The PLL ensures that the band can function for at least 90 days without resupply of repair parts (for more information, see AR 710-2).

## **FUELING**

8-7. Army bands are not authorized their own petroleum, oil, and lubricant (POL) supplies. For that reason, each Army band will be dependent on the unit to which it is assigned/attached for fueling support. To effectively support the commander, the band must be able to go where the soldiers are. A band that cannot travel due to the lack of fuel cannot provide the requested support.

## **FIXING**

8-8. Replacement instruments, weapons, and repair parts may not be readily available on the battlefield. Maintenance for Army bands is divided into three categories: operator maintenance, organizational maintenance, and support maintenance. These categories are covered in detail in Chapter 6 of this manual. There are no CMF 63 Mechanical Maintenance personnel in any Army band TOE. This requires that another unit determined by the next higher commander responsible for band support provide maintenance support beyond the operator level (PMCS) for vehicles. The maintenance support facilities should be located close to the band's area of support. A Memorandum or Letter of Agreement, which clearly establishes responsibilities and procedures for vehicle support, should be established between the band commander and the commander of the unit providing maintenance support.

## TRANSPORTING

8-9. The organic transportation assets authorized each band in the TOE are not adequate to move the band around the battlefield. The band has limited provisions for transporting personnel and equipment. As with fuel and vehicle maintenance, Army bands are dependent on other organizations to provide transportation support throughout the Area of Operations.

### MOBILITY OF DIVISION AND ARMY BANDS (DIRECT SUPPORT) - TOE 12113

#### Organic Transportation Capabilities

8-10. Given the authorized vehicles and trailers, Division and Army bands are capable of transporting a maximum of 748 cubic feet (8,500 pounds) of TOE equipment over the road. When missions dictate cross-country transportation involving rough terrain, the band's capability of transporting TOE equipment is degraded to less than 475 cubic feet (5,400 pounds).

#### Transportation Shortfalls

8-11. **Personnel.** Division and Army bands have no organic personnel transportation capability.

8-12. **Equipment.** Division and Army bands have 838 cubic feet (1,330 pounds) of TOE equipment, which is beyond their organic transportation capability. When missions dictate cross-country transportation involving rough terrain, the equipment transportation shortfall increases to 1,111 cubic feet (4,430 pounds).

#### Non-organic Transportation Requirements

8-13. **Personnel.** Division and Army band missions may dictate a 100% personnel transportation requirement. Division and Army band transportation shortfalls are the responsibility of the echelon transportation officer or the supported unit.

8-14. **Equipment.** Division and Army band missions may dictate a 100% TOE equipment transportation requirement. Division and Army band equipment transportation shortfalls are the responsibility of the echelon transportation officer or the supported unit.

### MOBILITY OF ARMY BANDS (GENERAL SUPPORT) - TOE 12733

#### Organic Transportation Capabilities

8-15. Given the authorized vehicles and trailers, Army bands (General Support) are capable of transporting 2,182 cubic feet (24,500 pounds) of TOE equipment over the road. When missions dictate cross-country transportation involving rough terrain, TOE equipment transportation capability is degraded to less than 1,385 cubic feet (15,557 pounds).

#### Transportation Shortfalls

8-16. **Personnel.** Army bands (General Support) have no organic personnel transportation capability.

8-17. **Equipment.** Army bands (General Support) have 404.3 cubic feet of TOE equipment, which is beyond their organic transportation capability. When missions dictate cross-country transportation involving rough terrain, this equipment transportation shortfall increases to 1,201.3 cubic feet (8,943 pounds).

#### **Non-organic Transportation Requirements**

8-18. **Personnel.** Army band (General Support) missions may dictate a 100% personnel transportation requirement. Army band transportation shortfalls are the responsibility of the echelon transportation officer or the supported unit.

8-19. **Equipment.** Army band (General Support) missions may dictate a 100% TOE equipment transportation requirement. Army band equipment transportation shortfalls are the responsibility of the echelon transportation officer or the supported unit.

### **PROTECTING**

8-20. Division and Army band (Direct Support) and Army band (General Support) missions may be under threat of attack and harassment continuously. Given the soldier support imperatives of these bands' missions, these bands can expect to operate frequently in danger areas. These bands are trained and equipped to defend themselves and assist in the defense of the sustainment effort.

### **FEEDING**

8-21. As is the case with fuel and transportation, bands are dependent on other organizations for messing support. When in its administrative area, the band should receive messing support from the unit to which the band is assigned/attached. When the band travels to a performance site away from its administrative area, the band operations NCO should coordinate with the supported unit or sponsor for messing support.

### **COMBAT HEALTH SUPPORT**

8-22. Combat health support (CHS) to include medical treatment and evacuation is provided on an area support basis by the supporting CHS unit (for example, in the corps the area support medical battalion will provide this support).